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PART I THE NATIONAL INTELLIGENCE COUNCIL

A. Background

1. Officially founded 1980 Dec 79
2. Actually originated 1973 when DCI (Colby) sought a group of senior, in-house, experts to:
  - be his "point men" on key issues of the day
  - help orchestrate interagency intelligence production
  - provide liaison between the intelligence and policy-making communities.

Result was National Intelligence Officers in O/DCI.

3. ~~Merger of NIOs~~ with DDI in 1977 created NFAC.

B. Current Mission

1. To provide a group of senior, substantive experts on the broad issues of concern to the DCI, DDCI and D/NFAC
2. To produce National Intelligence Estimates and other forward-looking assessments in response to the perceived needs of the policymakers.

C. Organization

1. Chairman (also NIO/Warning)
2. 6 Regional NIOs (AF, EA, LA, NE/SA, USSR, EUROPE)
3. 2 Military NIOs (GPF, SP)
4. ~~4 "At Large" NIOs~~

5. Asst. NIOs - serve as surrogates, interagency production managers, internal and external liaison officers.
6. Analytical Group - drafters of NIC products; 20 being recruited from all IC agencies.
7. Senior Review Panel (4).

D. Functions of an NIO

1. Substantive advisor and surrogate for the DCI on a major issue area (Briefings for President, Congress).
2. Identifier of policymakers' interests and priorities (chiefly at NSC, State, and DoD Asst. Secretary level).
3. Instigator and coordinator of interagency production in response to policymakers' needs.
4. Partner (with NFAC office directors) and counselor (to D/NFAC) on NFAC intelligence production.
5. Point of contact within the Intelligence Community for all concerned (across institutional and disciplinary lines) with his issue area.
6. Point of contact for outside world inquiries of the Intelligence Community (chiefly academic, "think tanks").

E. Problems

1. Community leadership status is suspect since transfer from <sup>NFAC</sup> ~~(O/DCI)~~ to <sup>DCI</sup> ~~NFAC~~.
2. Interagency production process so slow that estimates can be OBE.

3. Access to policymakers varies from NIO to NIO.
4. Tendency of NIOs to become immersed in current events, institutional rivalries.
5. Built-in tension with Office Directors over control of human resources.

F. Solutions

1. Creation of Council should improve organizational definition, institutional stability, greater uniformity in way NIOs approach the job--and a single point of contact for Intelligence Community, policymakers and outside world.
2. New emphasis on Community management role should insure that NIO is seen as a spokesman for the DCI, not CIA.
3. New emphasis on production planning and execution should streamline process of getting out interagency papers.
4. Creation of Analytical Group should reduce NIO/OD tension over drafting responsibilities.

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